

Manitoba



ANNUAL REPORT

1983-84

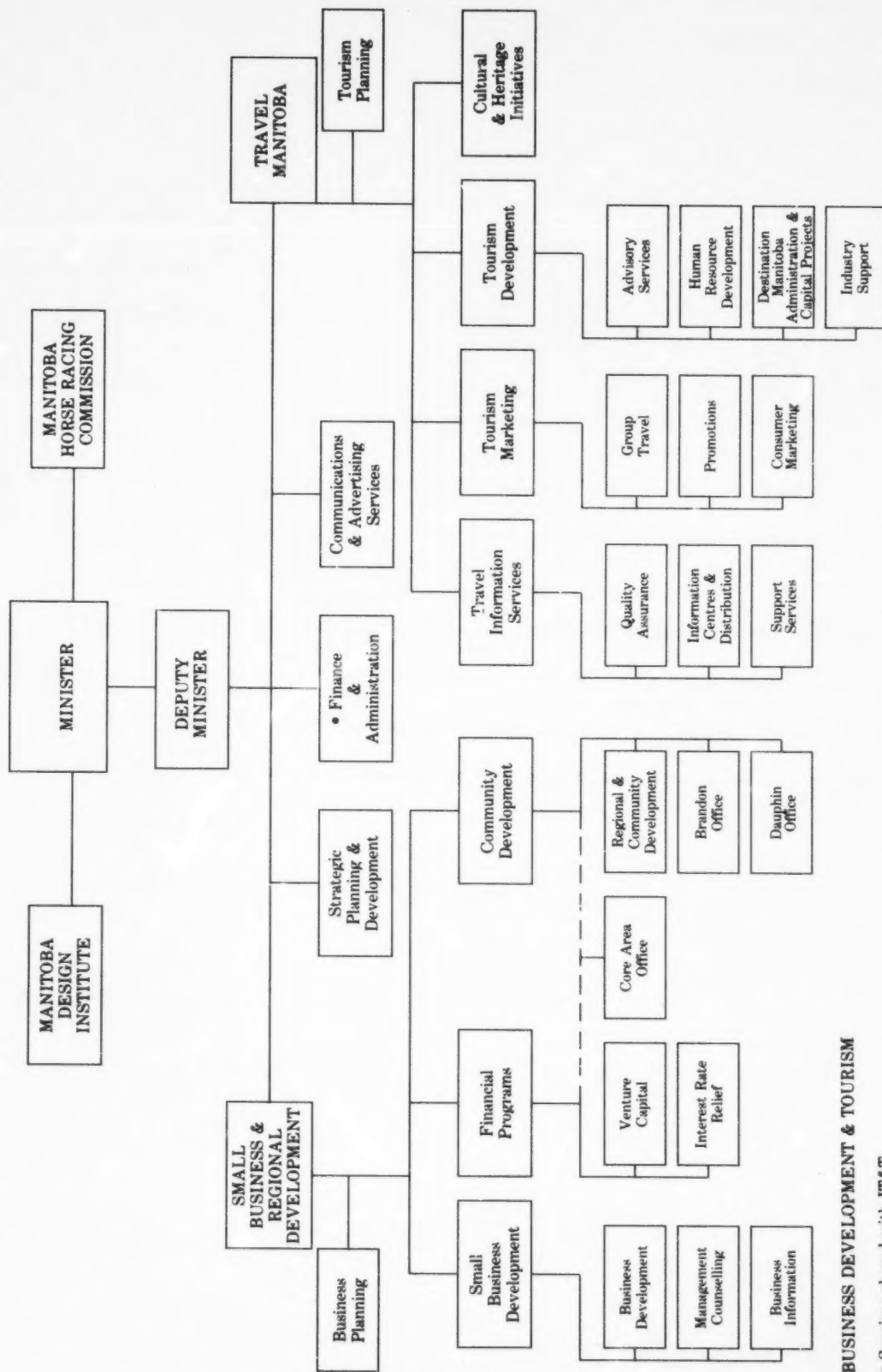
Manitoba Business
Development and Tourism

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Department Organization Chart — 1983-84



BUSINESS DEVELOPMENT & TOURISM

• Services shared with IT&T

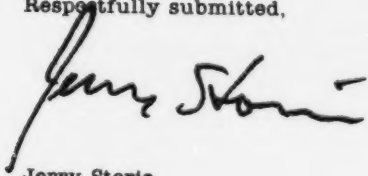
Her Honour Pearl McGonigal,
Lieutenant-Governor,
of the Province of Manitoba,
Winnipeg, Manitoba.

May It Please Your Honour:

I have the honour of presenting the Annual Reports for the year ended March 31, 1984, of the Manitoba Business Development and Tourism department and its associated agency, the Manitoba Design Institute.

A major re-organization of the former unified department took place in November, 1983. This resulted in the retention of divisions concerned with business and tourist development, while other divisions were transferred to the jurisdiction of the Manitoba Department of Industry, Trade and Technology. However, this report represents the work and accomplishments in a full and accurate manner for the year that ended March 31, 1984.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read "Jerry Storie". The signature is fluid and cursive, with a long horizontal stroke at the end.

Jerry Storie,
Minister



Strategic Planning and Development

The primary responsibility of the Strategic Planning and Development Branch is to support the planning process in the department, including implementing initiatives approved by the Department Management Committee at the pilot project level.

Activities

The branch was created as part of the November, 1983, reorganization of the government's major economic portfolios, which resulted in the formation of the Business Development and Tourism department itself.

By January 1, 1984, three staff had been identified and assigned and by February 1 the director was selected, although still functioning in the Industry, Trade and Technology department.

Following these appointments, the full role of the branch was articulated and developed, position descriptions drafted and the necessary computer system proposal completed for approval by the Information Management Division.

The branch carried out planning for each fiscal year and for multi-year blocks in conjunction with the divisional planning officers in each of the department's two line divisions, coordinating data and research.

The branch has two main aspects of responsibility. One was to ensure that heads of programs, branches, divisions and the deputy minister had both the information handling capacity, or technology, to make planning a realistic operation rather than an exercise to fulfill central agency requirements.

The other function involved turning the focus of planning from merely extending into the future — that is, long-range planning — to a conscious, deliberative estimation of the future. This involved projections that can be worked back to the present to determine what planning should be accomplished to meet expected roles.

The research that the branch will do, working from this fully developed pattern of projections, will concentrate on future possibilities and opportunities more acutely, as well as attend to such constant functions as financing for small business.

The branch will also be involved in the development of materials to articulate the department's purpose and objectives to departmental personnel, the minister, clients and the public.

The branch's evolving functions will not be to merely respond to required research in support of the department's clients or program development. Rather, the intention is to strengthen the research and planning facility throughout the department.

Thus, the branch will continue to synthesize statistics and evaluate research. That is, it will be able to take existing "research" collected by officials of the department, though not necessarily perceived as "research," and process it.

This processing of data and knowledge, through consultation with members of the department's various sections, will order and analyze it in such a way that it can be acted upon.

The beginnings of this interaction between the branch and the rest of the department began in the fiscal year ending March, 1984.

Small Business and Regional Development

The objective of the Small Business and Regional Development division is to increase the number and quality of new enterprises and expansions and to improve the viability of existing small business operations in Manitoba.

In addition, the division assists rural and northern clients, groups and organizations to develop indigenous industrial and commercial projects and opportunities. The programs and services provided by the division are fully integrated and complementary and the total available resources of the division are accessible to the benefit of any specific project or client.

Small Business Development

Staff consultants provided direct support and also used complementary department programs whenever possible. Assistance was provided in determining financing requirements, assessment of market potential and strategies, evaluating production methods and preparing feasibility studies. Branch personnel also co-ordinated the services of various federal agencies, such as the Federal Business Development Bank, the National Research Council and the Department of Regional Industrial Expansion.

Activities

The Small Business Development Branch, during the 1983-84 fiscal year, assisted in 52 projects, which resulted in the creation of 330 new manufacturing jobs. The diverse range of products produced by new or expanding firms included furniture frames, springs, plastic bags, computer software, office furniture and windows.

The branch also placed increased staff resources into its program to assist manufacturing firms in financial difficulty. In each case, the branch worked with lenders, creditors, investors and employers to ensure that every alternative to save the business and its jobs was examined. In most cases where the business was maintained, the new equity and/or loan arrangements were initiated and co-ordinated by the branch. These efforts resulted in the continuance of 420 jobs.

Winnipeg Enterprise Development Centre

The Winnipeg Enterprise Development Centre is designed to provide a total resource capability for small business by providing access to a variety of technical and business consulting services.

Activities

The following itemizes and briefly summarizes the major types of business assistance provided through the centre:

Advance Factory Space

This program subsidizes the rent for eligible small manufacturers to relieve a portion of the financial burden during the early phases of a business. Thirty firms have occupied the Advance Factory Space to the end of the fiscal year 1983-84. Ten are current tenants, six of which are new tenants in the present fiscal year.

Management Development and Training

The purpose of this activity is to increase the management skill level of entrepreneurs in small business or those contemplating starting a small business through seminars and courses which are offered at a nominal fee. During the fiscal year 1983-84, there were 28 courses and nine seminars held in Winnipeg and many rural communities throughout Manitoba.

Small Business Counselling

This program provides assistance to businesses in a number of sectors, including accounting and financing, marketing, production and general business. The consultants at the centre have provided assistance to 644 Winnipeg clients and 252 rural clients during the fiscal year.

Small Business Information

The centre provided assistance in the form of advice, counselling and information to 7,077 clients in Winnipeg and rural Manitoba during the fiscal year 1983-84. The service is provided by telephone, mail and personal meetings with potential and existing business entrepreneurs. A newsletter, Report on Small Business, generated from the centre on a quarterly basis, has a mailing list of 30,000. A total of 25 self-help booklets in a series entitled Small Business Management Systems and another called

Entrepreneurs' Handbook were also developed by the centre during the fiscal year.

Other Activities

Feasibility Assistance to Small Manufacturers (FASM) provided assistance on a cost-shared basis to 24 clients, totalling \$18,002.50.

Design Assistance for Small Projects (DASP) provided assistance on a cost-shared basis to 24 clients, totalling \$43,363.75.

Physical Distribution Program (PDP) held eight inventory management seminars and workshops and extended counselling to 30 clients in conjunction with a private consulting firm, Thorne, Stevenson and Kellogg.

Master of Business Administration (MBA) Student Consulting Program assisted 37 small business clients during the summer of 1983.

Counselling Assistance to Small Enterprise (CASE) assisted 131 clients in Manitoba by cost-sharing consulting fees.

Brandon Business Development Centre

The Brandon Business Development Centre's role is to promote and stimulate entrepreneurial endeavor among individuals and groups to enhance the business climate of southwest Manitoba.

The centre is a branch office, with a satellite office in Dauphin, established to deliver the services of the department to the western region of the province.

Activities

The centre's programs were structured to provide support in the following areas:

Business Development

The centre is a "one-stop" shop for resources, handling 543 inquiries of which 238 originated in rural areas. Approximately 32 individuals received development or expansion support from the centre with an anticipation of creating 78 new jobs.

Business firms receiving feasibility and financial data assistance under the former Financial Analysis Program totalled 13. Following a disastrous fire, a local meat-processing plant received assistance in the preparation of financial data which resulted in a DRIE grant. This enabled the plant to rebuild.

Advance Factory Space

Six firms involved in manufacturing utilized this program until its termination in March, 1984. Three firms have since relocated and one firm has closed. The remaining two businesses have continued to operate from the centre's building under lease arrangements with the new landlord.

Management Consulting

Support was provided to 14 businesses, four of which were located outside Brandon. The areas of consulting included financial, marketing, production, human resources, accounting/bookkeeping and technical/design.

Crisis Support

This support was provided to seven major firms. Financial restructuring was by four of the firms to maintain operation and full employment. The Manitoba Jobs Fund, Venture Capital Program, Manitoba Interest Rate Relief Program, Co-operative Development and the Brandon Community Development Corporation all contributed to this support.

Outreach Activity

The centre participated in two business information shows in Winnipeg and Brandon. The centre helped co-ordinate a one-day seminar in Brandon entitled How to Boost Your Business and participated in Assiniboine Community College's Career Days. Three students were employed under the STEP program and provided outreach business administration support to six enterprises located in the Brandon area. The centre's business resource library and consulting services have both been expanded.

Parkland Enterprise Development Centre

The Parkland Enterprise Development Centre was established in 1977 as a comprehensive resource facility providing general business information, counselling and development expertise to innovators and inventors, potential and existing entrepreneurs, enterprises seeking diversification and rural development groups.

Services are delivered to the Parkland region through the centre's outreach support program, which fosters entrepreneurial activity and encourages the creation of employment in rural communities and improves access to government and private sector agencies.

The centre also offered a physical facility to clients to support them in a plant environment with on-site staff, a variety of technical and advisory support services and business development programs.

The centre was initially guided by an advisory board which brought together the private sector, clients and government staff. However, the board was formally dissolved in November, 1982 and the plant facility concept ceased in May, 1983.

Activities

The one client who utilized the plant facility and support services of the centre, the Brandon Enterprise Development Centre and the Technology Centre has become a viable regional company. Westman Plastics Ltd., which has become the major supplier of plastic pet kennels to many domestic airlines and is making international inroads, employs 10 people and is making plans to expand out of the centre and into its own plant in the spring of 1985.

The centre responded to 225 requests for general business information.

Business counselling support was provided to 318 clients, 75 per cent of whom were outside the Dauphin area.

The centre plans to locate more centrally in Dauphin at the end of the current lease, September, 1984, enabling the department to be more visible in the area.

Through seminars and workshops, it is hoped to improve awareness of the benefits of upgrading management standards in entrepreneurial activities.

Regional and Community Development

The purpose of the Regional and Community Development Branch is to strengthen the abilities of rural communities, regional development corporations, community development corporations and community interest groups to foster co-operative local initiatives in private investment in rural Manitoba.

Activities

During the 1983-84 fiscal year, the Regional Development Corporations were subjected to a comprehensive review. The report of the study was published in January, 1984. The recommendations of the consultants, M.O. Harvey and Associates, have provided the basis for major reforms in the corporations.

The principal object of the reforms is to change the function of the RDCs from an advocacy one to a more active, developmental one. The changes will broaden the base of local participation in the RDCs, improve the skills and professionalism of RDC staff and synchronize the activities of the RDCs with governmental policies and programs.

Currently, there are six active corporations: Norman Regional Development Inc.; Parkland Regional Development Inc.; East-Man Regional Development Inc.; Central Plains Inc.; Interlake Development Corporation Inc.; and Pembina Valley Development Corporation.

RDCs are non-share capital corporations funded by member municipalities and the province to promote, encourage and assist the economic development of six regions throughout the province.

Funding for the 1983-84 fiscal year allotted the RDCs \$693,000 and was provided for under the Federal-Provincial Enterprise Manitoba Industrial Sub-Agreement.

Special Projects

The branch undertook a number of major economic development steps during the year. They included: The Lakes Manitoba and Winnipegosis Waterways Development Project; The Non-Quota Fish Utilization Project; The Wild Rice Development Strategy; The Swan Valley Economic Planning and Development Association Project; The Lynn Lake Project; The Metis Economic Development Training Program Inc. Project; Northern Railbus Demonstration Project; Village of Ethelbert Infrastructure Development Project; and the Waterhen Development Project.

Community Commercial Development

The program provides assistance to rural and northern communities in improving existing commercial business and in planning new, modernized or expanded enterprises.

The service sector is the base of existence for most rural communities. The program is intended to assist participating communities improve and strengthen that sector and thereby prevent reduction of local purchasing power.

This program offers two levels of support, depending on the size of the communities. They are commercial information and commercial development planning.

Activities

In 1983-84, the program was active in Altona, Boissevain, Carman, Dauphin, Killarney, Lac du Bonnet, Minnedosa, Morris, Portage la Prairie and The Pas.

Industrial Infrastructure

The Industrial Infrastructure program provides financial assistance to rural and northern municipalities for municipal services where their absence hinders future development. The object of the program is to ensure that no qualifying development opportunities are lost because of municipal service deficiencies.

Activities

The Rural Municipality of Russell received \$369,644 in grants as part of a \$3.7 million agreement to provide services to the new CSP Foods Ltd. plant at Harrowby, Manitoba.

The Town of Morden received \$268,465 in grants as part of a \$502,000 agreement to provide services to the new 3M Canada Inc. plant.

Venture Capital Program

The Venture Capital Program was launched on a one-year trial basis in April, 1983 with a budget of \$1 million. The program is designed to stimulate the flow of equity capital into small Manitoba businesses to create new or maintain existing jobs.

Under the program, private investors and the province invest in the equity of a Venture Capital Company (VCC) on a 65-35 per cent basis. The VCC, in turn, invests in the equity of eligible small businesses. These companies include certain tourist operations and facilities, computer software production, manufacturing and processing, research and development and film production.

The program is administered by the department, while a private sector advisory board assesses proposals for recommendations to the minister of the department.

Activities

During the trial period, 11 VCCs were formed and \$1 million allocated. The investments made by the VCCs ranged over companies from computer software production to specialized equipment manufacturing. These investments are expected to create or maintain 300 jobs.

The program is to be evaluated by the advisory board and the province to determine whether or not it should be expanded over a longer term.

Manitoba Interest Rate Relief Program for Small Business

The province implemented the Manitoba Interest Rate Relief Program in March, 1982, to provide some relief from the effects of high interest rates on small Manitoba businesses in financial distress.

Businesses eligible under the program could receive up to \$6,000 a year for a two-year period. Reapplication had to be made in the second year for consideration of another year of assistance.

The assistance was made up of 50 per cent grant and 50 per cent repayable loan, which was interest free for two years. Assistance could be provided up to two years and was calculated on the basis of actual interest paid.

Eligible firms had to have gross receipts of less than \$350,000 in 1981-82, be a majority Manitoba owned enterprise and have been in operation as of July 1, 1981. The business must normally have more than one employee and show evidence of being in financial distress. In addition, there had to be an indication that, through the financial assistance and management counselling, the operation could become viable.

Management counselling was an integral part of the program and was provided by program staff, the Enterprise Development Centres and the Counselling Assistance to Small Enterprise program (CASE).

A Small Business Interest Rate Relief Board composed of five private sector people approves assistance and provides policy recommendations to the minister.

Activities

In 1983-84, 177 additional firms employing 582 people were approved for assistance. Extensive counselling and secondary services were provided to 125 firms by program staff, the Enterprise Development Centres and CASE personnel.

As of March, 1984, a total of 826 applications were received under the program, of which 594 were approved. Of these, 250 received intense counselling. All this represents a total commitment of \$4,223,000. The businesses employed 2,028 people and generated sales worth \$85 million.

The businesses assisted were from all parts of Manitoba, with 63 per cent from rural and northern Manitoba and 37 per cent from Winnipeg.

The service and retail sectors accounted for 76 per cent approvals, manufacturing 21 per cent and the balance in tourism and wholesale operations.

The double objective of providing financial and management counselling was most effective, with the program having a business failure rate of six per cent. In addition, the streamlined administration system allowed for timely responses to applicants needs to reflect the emergency nature of the program.

The program received first-time applications up to December 31, 1983 and will be receiving second year applications up to June 30, 1984. The program staff is currently initiating a computerized system for an anticipated \$2.5 million loan portfolio.

Travel Manitoba Tourism Marketing Unit

The objective of the Tourism Marketing Unit is to enhance tourism spending by increasing resident and non-resident visitors at a rate that maintains or improves Manitoba's share of travel markets.

Program Development

Program development reviews, analyzes, evaluates and recommends the most effective use of resources for continuing, alternative and new programs. Additionally, it researches and prepares the marketing portion of the branch's operational and strategic plans.

Activities

The 1984-85 Marketing Plan was developed, taking into consideration economic opportunities and information provided by the tourism industry at the joint planning session of Travel Manitoba and the Tourism Industry Association of Manitoba.

Research was also conducted into how consumers make decisions for alternate vacation destinations. When combined with further studies of consumer acceptance of Manitoba's winter products, the research enabled Travel Manitoba to more effectively target marketing programs.

During the year, staff participated in a departmental strategic planning exercise, which defined goals and objectives. This information will be used to develop a five-year marketing plan.

Marketing Promotions

This section is responsible for direct marketing activities determined by Travel Manitoba's marketing plan.

Activities

During 1983-84, Travel Manitoba participated in sports and vacation shows in Chicago, Omaha, Milwaukee, Toronto, Kansas City, Minneapolis, Dallas, St. Paul and Winnipeg. To eliminate duplication and reduce costs and staff size, Travel Manitoba shared a booth with the Tourism Industry Association of Manitoba at the Winnipeg show.

A total of 1,600,000 people attended the nine shows. Direct counselling was provided to 59,000 potential visitors, while there were direct requests for in excess of 100,000 pieces of literature.

All-expenses-paid trips for two were donated at each of the Chicago, Omaha, Milwaukee and Dallas shows, with the department sharing the expenses with airlines and Manitoba fishing lodges. The prizes generated considerable extra traffic at the Travel Manitoba booths.

Travel Manitoba organized and participated in 15 mall promotions throughout primary Canadian and United States markets. Where possible, Manitoba hotel, attractions and tour operators were encouraged to meet with travel agents and wholesalers to further stimulate tourism in Manitoba. These promotions counselled 18,000 potential visitors and distributed 62,000 pieces of literature.

In an effort to capture more of the Minnesota angling market, Travel Manitoba participated in several additional promotions in that state. While attending the Minneapolis Sport Show, the minister of Business Development and Tourism hosted a press conference, presented new Master Angler Awards and visited all 28 Manitoba lodge operators attending the show.

Additionally, Travel Manitoba hosted a reception for Manitoba's entry in the Silver Broom World Curling Championships in Duluth, providing tourism displays, distributing special curling promotional items and co-sponsoring a curling float with the city of Winnipeg.

Two audio/visual shows were produced by Travel Manitoba, one for the Manitoba Organization of Festivals and Events, the other for the Winnipeg Convention and Visitors Bureau. These productions are shown to industry groups and associations in Canada, the United States and Europe. They were screened over local cable television stations, as well, on a continuing basis.

The section participated in several co-operative promotional ventures. A protracted contest sponsored by Travel Manitoba, radio station KFGO in Fargo, the firm Northrup King Seeds of Moorhead and a Manitoba fishing lodge generated considerable free advertising in the northern states area. A "Know Manitoba" contest ran for eight consecutive weeks in the Winnipeg Sun, sponsored by the newspaper, Gull Harbor Resort and the department.

Travel writers and photographers, either freelance or on assignment, were assisted in preparing stories and films on Manitoba activities and products. This included hosting writers from various national and international outdoor and tourism publications. This program generates a great deal of almost cost-free exposure.

Travel Manitoba staff provided direct counselling and written counselling to travellers interested in visiting Manitoba. More than 20,000 written inquiries for information were processed and responded to and bulk literature was dispatched to 2,200 additional people. Staff handled 25,000 requests for travel information that arose from a co-operative program of advertising in United States publications on a cost-shared basis with Tourism Canada.

Group Travel Marketing

The object of this sector is to increase tourism revenue by promoting Manitoba as a desirable tour and convention destination through travel trade and convention planners. It is refined into two specialty markets, group tour and travel marketing and meeting and convention marketing.

The object of the group tour program is to increase tours to Manitoba by promoting Manitoba as a desirable destination among tour operators, wholesalers and travel agents in primary and developing markets.

Activities

Travel Manitoba and Manitoba industry suppliers attended Rendez-vous Canada in Ottawa and conducted over 50 personal sales appointments with United States and European tour operators and wholesalers. The 1983 Rendez-vous program delivered \$61 million worth of Canadian tour sales and over \$1,800,000 of Manitoba tour sales.

Travel Manitoba participated in several major trade shows for travel agents and tour operators in the Minneapolis area. These included the Minneapolis Tribune Travel Agent Show and Manitoba Night at the CanTrav Canadian Products Show. Sales calls on agents and operators in Manitoba's other prime markets were also made.

The branch participated in the American Bus Association and the National Tour Brokers Association annual conventions and marketplaces. Staff and Manitoba suppliers were able to promote Manitoba to major

motorcoach tour operators from across the United States and Canada.

Travel Manitoba hosted a series of familiarization tours for Canadian and United States tour operators and travel agents, enabling group travel professionals to see Manitoba's attractions and products and negotiate directly with industry suppliers.

Group Tour advertising was purchased in major trade publications nationally and internationally.

The object of the meeting and convention program is to increase the number of meetings and conventions held in Manitoba, increase the number of delegates attending them and increase the number of days before and after the meetings and conventions that the delegates spend in the province.

The meeting and convention program is co-operative, functioning with the convention hotels, the Brandon and Winnipeg Convention and Visitors' Bureaus, the Winnipeg Convention Centre and Tourism Canada.

Activities

The program includes sales consortiums, major trade expositions, convention bid promotions and familiarization tours for meeting and convention planners.

Staff attended a number of major meeting and convention marketplaces in 1983-84. These included the "Canada Calling" programs organized by Tourism Canada in Chicago and Washington, the annual convention and exposition of the American Society of Association Executives, the annual convention of Meeting Planners International and the Winnipeg Convention Centre sales consortiums in Ottawa and Toronto.

Two meeting and familiarization trips were organized by Travel Manitoba, assisted by Tourism Canada, the Winnipeg Convention Centre, the Winnipeg Convention Bureau and accommodation and attraction suppliers. It attracted 23 meeting planners and association executives from major United States cities to Winnipeg.

Travel Manitoba also participated in programs of the National Meetings and Incentives Steering Committee, which provides policy direction for federal government meeting and incentive travel initiatives in United States and European markets. These activities resulted in Winnipeg's successful bid for the 1987 Meeting Planners International Annual Convention.

Travel Manitoba provided tourist literature, promotional items and personal travel counselling to convention organizers in the province who represented 45,000 visiting delegates.

In the calendar year 1983, Winnipeg hosted 71,356 delegates at 201 conventions. The delegates spent \$36,698,997, a six per cent growth over spending in 1982.

Advertising

The object of the advertising section is to maintain a year-round awareness of Manitoba as a potential tourist destination, to generate inquiries about travelling to Manitoba and to stimulate travel to Manitoba.

Activities

The 1983-84 advertising campaign combined a strong emphasis on Manitoba's appealing assets with attractions and activities to foster an image of the province as a desirable vacation destination for both out-of province visitors and Manitobans.

The use of the slogan "Manitoba: Take Another Look" generated a strong response combined with vivid visuals in advertising placed in departmental publications and other periodicals. Consumer research of the campaign clearly showed a high degree of consumer retention and a firm image of Manitoba as a vacation site combining rural, wilderness, urban and cultural attractions.

Advertising emphasis was directed to specific market demands, utilizing a variety of media as highlighted in the following table:

Marketing Segment	Advertising Emphasis					Advertising Media Selection						
	Urban Sightsee	Rural Sightsee	Outdoor	VFR	Specialty	TV	Radio	Calendar	Print	Lure	Magazine	Billboard
Manitoba		X		X		X	X	X	X		X	X
Minnesota	X	X				X	1		1	X		
North Dakota	X	1	1			X	1	1	1	X		
N.W. Ontario	X	X				X	X			X		
Saskatchewan		X	1	X		X				X		
Alberta			X	X		X						
Canada Secondary					X						X	
U.S. Secondary					X						X	
U.S. Tertiary					X						X	
Overseas					X						X	

(1) Minor Activity Occurred in this Area.

The only winter advertising used was a winter advertising kit and fall radio campaign, outlining winter activities in Manitoba, which were placed in North Dakota and Northwestern Ontario.

Generally, greater advertising attention was placed on specialty markets to support marketing initiatives taken by Travel Manitoba. Print advertising in trade magazines directed at fishing, travel agents and convention planners was reinforced with radio advertising dealing with the angling segment of the markets.

Visitor Information Services

This unit provides information and travel data to visitors to the province and Manitobans travelling within the province.

Activities

The unit gave trip planning assistance to 71,554 inquirers in 1983, a figure which represents about 207,500 people. Services were performed at 13 permanent and seasonal locations. The mobile special events caravan attended 10 summer fairs, festivals and special events throughout the province.

Travel inquiries generated 50,210 computerized responses, including 19,301 letters of reply. About three million pieces of travel related literature were distributed in total.

Eight specialized Travel Counsellor Marketing Training Programs were presented to communities sponsoring visitor information services across the province.

Recorded telephone announcements, answering services and message forwarding were provided at the Legislative Building Travel Information Centre's 24-hour visitor inquiry facility. About 16,450 calls were handled through these facilities.

And, a new Tourist Information Reception Centre was constructed near Headingley to improve the level of service for the travelling public.

Planning and Research

The planning and research section assists and encourages the orderly development of tourism facilities, services, attractions and provincial programs through tourism planning services and research co-ordination.

Activities

During 1983-84, the section provided planning and policy support in the extension of the Canada/Manitoba Agreement for Tourism Development. The extension reallocated funds within the existing agreement and extended the agreement one year to March 31, 1985.

The section co-ordinated the preparation of the 1984-85 Travel Manitoba tourism marketing and development plan and assisted in the re-evaluation and redefinition of a mid-term departmental strategy.

Planning and development continued to be the focal point for the preparation of annual tourism expenditure estimates and policy papers for federal/provincial meetings.

For the tourism research program, the section co-ordinated the following: pre- and post-testing of the 1983-84 advertising campaign, completion of a study of trip-planning characteristics of the primary market; completion of annual traffic surveys and visitor profile surveys; market penetration studies in Minneapolis and North Dakota; analysis of data from the Canadian Travel Survey; continuation of the accommodation occupancy survey through the Manitoba Bureau of Statistics.

Planning staff managed the tourism industry studies and planning program under the Canada/Manitoba Agreement for Tourism Development. Seven studies were completed, three were approved and started and a research and planning program for the final year of the agreement was established.

Tourism Development Unit

The objective of the Tourism Development Unit is to further tourism in Manitoba by providing human resource development, advisory services, managing the Tourism Development Sub-Agreement and the Travel Manitoba grant assistance programs.

Advisory Counselling

Tourism development consulting specialists provide advice and information to prospective and existing operators of tourist accommodation and attractions to develop and upgrade tourism facilities in the province.

Activities

During the fiscal year 1983-84, advisory counselling was provided to about 500 prospective and existing tourism industry operators through personal consultation, industry meetings and branch publications. Counselling involved feasibility assessment, planning, financing, marketing, operations, regulations and preparing funding applications to Destination Manitoba and other assistance programs.

Direct capital investment in newly licensed tourist facilities totalled \$5.8 million and involved 25 projects. The breakdown is as follows:

Investment in New Tourist Facilities April 1, 1983 - March 31, 1984

3	outcamps	\$ 90,000
8	boat motor and fuel	
	caches	110,000
2	outfitters	125,000
3	hunting lodges	450,000
3	campgrounds	330,000
14	expansion of existing	
	resorts	1,395,000
33	permits	\$2,500,000
	Liquor Commission	
2	hotels (full service)	\$ 3,385,000
	GRAND TOTAL	\$ 5,885,000

Extension services continued to provide assistance to tourism entrepreneurs in the province. This included site evaluation and planning, examination of operating feasibility, financial and marketing projections and identification of potential funding.

Staff also took part in a series of guide training programs organized by the Department of Natural Resources to improve guiding standards in the province.

The Licensing Advisory Committee continued to advise the minister on the issuing or suspension of licences to operate transient accommodation facilities. And, development consultants provided administrative and analytical services to the advisory committee and co-ordinated departmental data for decisions in assisting new or expanding tourism facilities.

Human Resource Development

The function of this unit is to co-ordinate training of personnel for the hospitality industry of Manitoba.

Activities

The unit operates a hospitality resource centre with audio/visuals, technical manuals, publications and film equipment for use by hospitality personnel and operators.

Hospitality training programs have developed a number of effective customer services. They include a skills training program offered in conjunction with the Manitoba Hotel Association; a sanitation program offered in conjunction with the Manitoba Restaurant and Foodservices Association; a career awareness program offered in conjunction with the Manitoba Careers Symposium; and hospitality management programs offered in conjunction with the Manitoba Hotel Association and the Manitoba Restaurant and Foodservices Association. The programs are offered at various locations throughout the province.

The unit also provided various consulting services to tourism operators. And, industry organizations received assistance in training program development and other organizational matters.

A Human Resource Needs study of Manitoba's hospitality industry was completed in 1984 and provides a blueprint for further program development to suit the industry's expected personnel requirements over the next few years.

Destination Manitoba (Tourism Development Subsidiary Agreement)

The agreement is a Canada/Manitoba cost-sharing tourism development pact that involves \$20 million, 60 per cent provided by the federal government, 40 per cent by the province. Its term was extended another year, until March 31, 1985, to utilize uncommitted funds.

The specific objective of the agreement is to develop tourism destination areas of Manitoba and improve the productivity of tourism through joint private industry and government initiative.

Delivery of Destination Manitoba funding is the responsibility of Travel Manitoba.

The Agreement Management Committee is responsible for the management and general administration of the agreement. Travel Manitoba and the committee ensure private industry contribution to Destination Manitoba decisions through the appointment of a Tourism Agreement Advisory Board and Program Review Committees. The advisory board provides co-ordinated industry information and advice to the Agreement Management Committee on all aspects of the agreement.

Activities

The Destination Manitoba agreement is divided into six complementary programs. They are: Tourism Industry Studies And Planning; Winnipeg destination Area; Rural Destination Areas; Tourism Attractions Program; Tourism Industry Organization; and Rural Tourism Industry Incentives.

Program One, the Tourism Industry Studies and Planning scheme, was designed to analyze various aspects of the tourism industry in Manitoba to support objectives of the agreement.

During 1983-84, the following studies were supported and completed:

A feasibility and design study of a Ukrainian Folk Arts Centre and Museum near Dauphin; A hospitality industry manpower needs study; A study of commercial sports angling in the province; Preparation of a tourism development concept for the Selkirk Area Planning District; Preparation of a tourism development concept for the Cranberry Portage region; A feasibility study of the enhancement of the Winnipeg Convention Centre; A feasibility study of a Winnipeg children's museum.

While, the following studies were approved for support:

A Manitoba/Keewatin products development study; An Onanole regional corridor design study; A Manitoba tourism information system design study.

Program Two, the Winnipeg Destination Area segment of the agreement, was designed to provide capital funds to expand and develop Winnipeg tourism attractions and act as a catalyst to private sector progress.

The program was announced in July, 1982, but delayed while program strategy and direction was designed after taking into account other multi-level government activities in Winnipeg. It was decided to use the funding to develop a major new tourism attraction and several smaller attractions.

The program review committee was struck in the middle of the fiscal year and three applications for assistance were approved. They totalled \$826,555. Coupled with private sector investment of \$1,357,400, the total capital cost for the three projects was \$2,163,955.

Program Three, the Rural Destination Areas sector, was designed to aid the federal and provincial governments, along with municipal levels, develop tourism destination areas in rural Manitoba.

Assistance under this program is given toward the capital costs of improving, expanding, restoring or developing tourist attractions or facilities. Over 50 requests for assistance were processed during the year and 28 were approved by March, 1984. This assistance totalled \$5,619,345 and total capital costs of the projects was \$16,940,527. The assistance went to 18 expansion projects and 10 new development projects.

Program Four, the Tourism Attractions portion of the agreement, which concluded March 31, 1984, was established to assist tourism organizations in marketing new and existing tourism attractions and events and aid local areas in increasing the popularity of their regions as tourism destinations.

Two primary components of the program were to increase attractions and events marketing and to assist tour operators in developing new package tours within the province.

In 1983-84, the program assisted 59 attractions and events in communities across the province. Developmental and financial assistance was provided to seven tour companies which have developed new Manitoba tour packages.

General counselling was provided to various members of the Manitoba Organization of Festivals and Events.

During its four-year period, the program provided 176 qualifying applicants with over \$1.25 million.

Program Five, the Tourism Industry Organization program, provides financial assistance to the institutional structures of the tourism industry to improve tourism productivity in Manitoba.

The program continued to fund the Tourism Industry Association of Manitoba and its eight regions, the Manitoba Farm Vacations Association, the Manitoba Lodges and Outfitters Association, the Manitoba Restaurant and Foodservice Association, the Manitoba Chefs de Cuisine and the Manitoba Organization of Festivals and Events.

Program Six, which is Rural Tourism Industry Incentives, assists individuals, groups and corporations in improving the quality and increasing the diversity of tourism accommodation, services and attractions in rural Manitoba.

By March, 1984, over 200 applications for assistance had been received and 78 were approved. The total approved was \$3,401,620, which included \$134,320 from 1982-83. Approved projects in 1983-84 included 37 improvements, 35 expansions and six new developments and involved a total of \$7.6 million in private sector investment.

Communications and Creative Services

Following the division of the former Economic Development and Tourism department in November, 1983, into Business Development and Tourism and Industry, Trade and Technology, the Communications Branch continued to serve the whole scope of both new departments.

The branch was charged with providing all publication and advertising services, including producing information and advertising services for Travel Manitoba. In February, 1984, the branch became solely responsible for the communications processes of Business Development and Tourism.

Activities

The branch continued to provide a comprehensive, internal source of writing, photography and audio/visual material to support the advertising, marketing and informational requirements of the department.

The branch published a series of guide books during the year, including the Manitoba Vacation Guide, the Manitoba Fishing Guide and Manitoba Winter Outdoors. Travel Manitoba's slogans, "Friendly Manitoba" and "Friendly Is Just the Beginning," were supplanted by the new marketing and promotional expression, "Manitoba: Take Another Look," which was selected because it evokes an active response.

A number of brochures were published by the branch. These included events pamphlets for summer and fall of '83 and winter and spring of '83-'84, a trilingual "Welcome to Manitoba" brochure and a winter events folder promoting urban and rural events. Several maps were also produced, among them the Manitoba Harbors Map (a federal/provincial production) and a reproduced North of 53 map.

Feature stories covering everything from canoe trips and festivals to business starts were written and distributed to about 1,700 print and electronic news outlets in Canada, the United States and Europe. Additionally, specific requests for stories, research and photographs were produced for periodicals throughout North America. The branch also hosted visiting travel writers and reporters for a variety of major media, providing research and background material.

Stories and photo features published as a result of the features campaign are monitored through subscriptions to the Canadian Press Clipping Service and Bacon's Clipping Service in the United States. The value of this published material, expressed in the cost equivalent of advertising space, totalled \$1.9 million.

The Travel Manitoba photo library was transferred to the Queen's Printer office, although Travel Manitoba's publications, marketing and advertising functions continue to be the major users of the library. Travel Manitoba funds the new 35 mm slides and black-and-white photos produced on assignment for the library. The photos generally depict Manitoba tourism scenes.

The branch wrote numerous speeches, formal letters and correspondence for the department, while collaborating in the production of slide shows, displays, exhibits, brochures, pamphlets, books and the design of charts and graphs.

Manitoba Design Institute

The Honourable Jerry Storie,
Minister of Business Development and Tourism,
Province of Manitoba,
Room 227, Legislative Building,
Winnipeg, Manitoba,
R3C 0V8

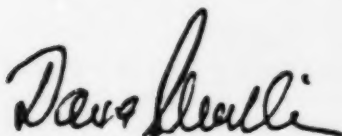
Dear Mr. Storie:

I have the honor of presenting the annual report of the Manitoba Design Institute for the fiscal year ending March 31, 1984.

No separate financial statement is presented as all funds required by the institute came out of appropriations of the Business Development and Tourism department.

The members of the board of directors join me in expressing our gratitude for the support your department has given us in the execution of our duties.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read "Dana Mallin". The signature is fluid and cursive, with the first name "Dana" and last name "Mallin" clearly distinguishable.

Dana Mallin,
Chairperson

The Manitoba Design Institute was established by the Government of Manitoba in 1963 by an Act of the Provincial Legislative Assembly for "planning, initiating and implementing programs directed at improving the design and quality of products manufactured in Manitoba."

An advisory body to the Minister of Business Development and Tourism, the institute recommends industrial design policy and programs to complement the department's objectives.

The objective of the institute is to encourage the use of good design in the province's industrial and commercial enterprises to develop distinctive and appealing products and services.

The institute provides counselling services, specialized expertise in organizing, planning and funding product development and consulting assistance for product evaluation, graphics and packaging design.

In more detail, the institute provides, in addition to the above, informational material on design, information and guidance in obtaining federal and provincial product development assistance, marketplace opportunity evaluations, product analysis and recommendations for individual companies, recognition of design achievement through the Premier's Awards Presentations for Design Excellence and exhibits of the award finalists' work.

Activities

The institute was active in general design promotion during the past year. In the summer of 1983, the institute published a "Design News" report on the successful use of design by a number of Manitoba firms.

Design evaluations and awards were presented to the Manitoba Community Newspapers Association in October, 1983, culminating with the presentation of Manitoba Design Institute Award for the best designed newspaper.

The institute's Product Development Handbook, which explains concepts of design in the workplace, was requested by over 100 businesses and agencies throughout Canada and the United States.

Booklets on visual communication and exhibit design were distributed throughout the province to manufacturers and processors, while other design material was requested by and sent to the Design Centre of The Philippines.

The institute, in cooperation with the Department of Regional Industrial Expansion,

the Prairie Implement Manufacturers Association and Design Canada, staged a one-day seminar in Winnipeg on product design and development. Representatives of 26 firms attended.

In design implementation, the institute aided numerous companies obtain product development funding, counselling and other assistance. With the federal presence in the new Industrial Regional Development Program, the opportunities for accelerating product design will become greater still.

During the fiscal year, 15 companies were assisted in receiving federal funding for product development. Total project costs exceeded \$2.8 million, of which \$1.5 million was provided by the federal government. In addition, nine contracts were initiated and 13 companies received product planning counselling.

If these projects realize their optimum potential, about \$28 million in sales will be created by 1989 and 275 new jobs created. The combined public and private sector cost of creating these employment opportunities is \$10,000 per job, with the public sector spending \$6,000 per job. And, for every dollar of project cost, \$10 of sales are generated.

Another institute program involved contacting members of the agricultural implement manufacturing community. Generally the smaller members of the Prairie Implement Manufacturers Association need graphic marketing support, while the medium sized firms require product planning and design and graphics.

Staff visited Austin, Carman, Elie, Horndean, Gimli, Morden, Oak Lake, Rosenort, Sanford, Steinbach and Winkler assisting a total of 25 companies.

This association has about 100 members and employs 3,700 people. Institute staff aided association members in securing in excess of \$300,000 in federal government aid for product development.

Design excellence is not a notion confined to the public sector. The institute ensures that its standards and ideas are extended through other government departments and agencies.

The institute also maintains a close working relationship with Design Canada and the National Design Council, exchanging ideas, coordinating programs and activities and see that federal design assistance programs benefit Manitoba.

The Premier's Awards for Design Excellence in 1984 continued the tradition begun in 1978, promoting awareness of design beyond the inner circle of professionals practising it.

The largest and most comprehensive design competition in Canada, the March, 1984, function at the Centennial Concert Hall selected five Premier's Awards and cited 21 honourable mentions and merit awards.

Judges were drawn from various professional associations involved and the winning designs were displayed at the Museum of Man and Nature.

The board of the institute, which meets about six times yearly, recognized that the institute is no longer a passive, internal function of the Business Development and Tourism Department.

Under its 1963 mandate, calling for "planning, initiating and implementing programs...", the board determined that, in order to fulfill this role, the institute must have a mix of autonomy governmental liaison and budgetary control that it has not had in the past.

Directors of the board include Dana Mallin, chairperson, Paul Zaidman, vice-chairperson, Carl Johnson, Dave Connell, Elizabeth Lawler, Bill Stanton, Ron Patrick, Denis Daly, Gordon Bennett, Bill Regehr and ex officio members Michael Gyde, Harry Haid and Les Tough.

Summary of Grants Paid 1983-84 Fiscal Year

1. Manitoba Horse Racing Commission	\$3,471,713.97
2. Travel Manitoba	204,446.00
3. Destination Manitoba (Federal Provincial Cost Shared)	752,556.22
4. Capital Grants Tourism Branch	3,049,820.94
5. Winnipeg Core Area Initiative Payments	58,811.00
6. Rural Small Enterprise Incentive Payments	241,746.10
7. Counselling Assistance to Small Enterprise (CASE)	6,079.42
8. Small Business Dev. Incentive Payments	9,000.00
9. Payments to Regional Development Corporations	411,977.00
10. Other Grants & Assistance (Fed-Prov. Agreement)	661,812.24
	<u>\$8,867,962.89</u>

1. Manitoba Horse Racing Commission	<u>3,471,713.97</u>
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2. Travel Manitoba Grants

Youth Business Learning	6,000.00
Winnipeg Convention and Visitors Bureau	36,875.00
Tourism Industry Association of Manitoba	49,900.00
Brandon Convention and Visitors Bureau Inc.	15,600.00
Parkland Region	14,533.00
Pembina Valley Region	9,128.00
North of 53 Region	18,023.00
Interlake Region	12,083.00
Western Region	11,343.00
Central Plains Region	7,778.0
Eastern Region	13,183.00
Community Folk Arts Council	10,000.00
	<u>204,446.00</u>

3. Destination Manitoba"

Federal/Provincial Cost Shared Program	
Manitoba Children's Museums	19,880.00
Ukrainian Folk Arts Centre	35,000.00
Selkirk and District	15,000.00
Winnipeg Convention Centre	38,992.50
Cranberry Portage Chamber of Commerce	14,900.00
LGD of Park	3,750.00
Manitoba Forestry Association	4,000.00
Classic Carriages Ltd.	4,500.00
Wonderland Winter Festival	2,950.00
Canadian Power Tobogganing Championships	3,111.00
Maple Leaf International	9,350.00
Manitoba Holiday Festival	2,125.00
Actors Showcase Theatres	3,000.00
Plum Creek Jamboree Inc.	250.00
Miami Mule Derby Committee	1,450.00
University of Winnipeg	2,500.00
Riding Mountain National	15,000.00
Thompson Ski Club	1,150.00
Beaver Dam Lake Productions	15,000.00
Rainbow Stage Inc.	15,000.00
En Core 83 Ltd.	22,000.00
Royal Winnipeg Ballet	5,900.00
Little M Rodeo Association	1,350.00

Winnipeg Centennial Folk Festival	7,500.00
Community Folk Art Council	12,500.00
Red River Exhibition Association	25,000.00
Canadian Waterslides Ltd.	25,000.00
Tiger Hills Arts Association	1,300.00
Association of Manitoba Museums	2,900.00
Associated Manitoba Arts Festival	600.00
Canadian Association for Mentally Retarded	625.00
Maple Leaf International	9,350.00
Winnipeg Blue Bomber Football Club	8,350.00
Winnipeg International Children's Festival	10,000.00
Canada's National Ukrainian Festival	2,500.00
Morden Corn & Apple Festival	5,300.00
Mennonite Village Museum	4,500.00
Actors Showcase Inc.	5,550.00
Canadian Paraplegic Association	10,000.00
Morden Tinman Triathlon	1,725.00
St. Pierre Frog Follies	4,000.00
Manitoba Marathon Foundation	5,000.00
Royal Winnipeg Ballet	5,900.00
Flin Flon Folk Festival	1,100.00
Actors Showcase Incorporated	5,550.00
Rosburn Agricultural Society	2,000.00
1983 Manitoba Canoe-A-Thon	625.00
Gilbert Plains-Grandview	1,300.00
Winnipeg Centennial Folk Festival	7,500.00
Tiger Hills Art Association	734.00
Nickel Days Corporation	242.00
Manitoba Holiday Festival	2,125.00
Racetrack Management Ltd.	25,000.00
Manitoba Agricultural Museum	5,800.00
Mennonite Village Museum	4,500.00
Northern Manitoba Trappers Association	6,250.00
Swan Lake Band	1,262.84
Stage West Dinner Theatre	3,200.00
Community Folk Art Council	10,490.00
Manitoba Great Western Harness Circuit	10,000.00
Brandon Film Festival	1,150.00
Manitours Ltd.	8,500.00
Great Canadian Travel	3,830.00
Tour Canada of Sweden	2,350.00
Wave Track Ltd.	10,500.00
Manitoba Naturalists Society	964.00
Sportsmen's Group Travel	7,500.00
Manitoba Farm Vacation	7,691.49
Canadian Federation of Chefs De Cuisine	10,000.00
Manitoba Organization of Festivals and Events	8,499.90
Eastern Manitoba Tourism Association	19,020.00
Manitoba Farm Vacation	5,774.51
Manitoba Restaurant & Foodservices Association	38,498.98
Tourism Industry Association of Manitoba	17,460.00
North of 53 Tourism Association	24,000.00
Tourism Manitoba - Interlake	18,720.00
Tourism Manitoba - Pembina	18,000.00
Tourism Manitoba - Parkland	18,600.00
Winnipeg Convention & Visitors Bureau Association	17,100.00
Tourism Industry Association of Manitoba Central Plains	9,000.00
Tourism Industry Association of Manitoba Westman	8,460.00
Manitoba Lodges & Outfitters Association	13,000.00
Manitoba Hotel Association	12,500.00
	752,556.22

4. Capital Grants Tourism Branch

Gimli Harbour Park Development	61,825.00
International Peace Garden	125,000.00
Mennonite Village Museum	90,000.00
Gimli Harbour Park Dev.	123,650.00
Ukrainian Folk Art Centre	375,000.00
Twin Oaks Holdings Ltd.	18,750.00
Swan Valley Museums Committee	90,330.00
Town of Stonewall	275,000.00
Flin Flon Chamber of Commerce	180,000.00
Venture Manitoba Tours	250,000.00
JAV David Museum Inc.	2,000.00
Morris and District Centre	22,500.00
Town of Snow Lake	31,000.00
Parks and Recreation Branch	11,250.00
McCreary Agricultural Society	22,350.00
Minnedosa Agricultural Society	67,500.00
Thompson Ski Club Inc.	133,500.00
Miami Agricultural Society	56,370.00
R & H Shindruk Enterprises	11,490.00
Millers' Camping Resort	11,291.94
Otter Falls Resort	25,000.00
Cormorant Lodge	18,750.00
Manigaming Motel	8,000.00
Gross River Lodge	13,050.00
Nor-Man Properties Ltd.	18,750.00
Paddlewheel Riverboats	24,000.00
Morden Motor Inn Ltd.	15,660.00
Gun Doctor (Atamiskow)	18,725.00
Buffalo Resorts Ltd.	18,000.00
Molyneaux J.K.	7,590.00
Westwood Lodge	10,500.00
Caribou Lodge (1982) Ltd.	16,050.00
Bowles S.	9,480.00
Mystery Lake Motor Hotel	24,000.00
Waterhen Lake Resort	18,000.00
Clear Lake Lodge	3,809.00
Green Bay Resorts	18,750.00
Trapper Don's Guiding	25,000.00
Vivian Hotel Co. Ltd.	28,650.00
Falcon Beach Riding Stables	8,797.00
Wasagaming Properties	7,594.00
Viking Lodge	18,750.00
Motel Rambler	10,600.00
Deerbank Farm	8,250.00
Canway Inns Ltd.	8,878.00
Gateway Motel	18,750.00
Wolverine Lodge	8,250.00
Barrier Bay Resort	7,650.00
Gordonna Enterprises Ltd.	18,750.00
Later Enterprises Ltd.	18,750.00
Cheema Systems Ltd.	18,750.00
Jane Management Co. Ltd.	10,500.00
Eagle Nest Lodge & Marina	5,000.00
Hollyoake Enterprises	9,532.00
R & H Shindruk Enterprises	3,830.00
Little Chalet	16,000.00
Rolston W.A.	10,500.00
Sandy Bar Enterprises	5,600.00

Whiteshell Lake Resort	18,750.00
42953 Manitoba Ltd.	17,081.00
Nor-Man Properties Ltd.	6,250.00
J.S. Enterprises Ltd.	10,230.00
Windale Investments Ltd.	18,750.00
Lee's Holiday Bungalows	18,750.00
Springhill Lumber	18,750.00
Lord Selkirk Hotel & Motel	12,800.00
Inverness Falls Resort	13,500.00
Colville Ventures Ltd.	18,750.00
Daerwood Motor Inn	7,158.00
High Brass Hunting Lodge	18,750.00
Dymond Lake Outfitters Ltd.	25,000.00
Northway Hotel Co. Ltd.	25,000.00
Leonard D. Smith and Roy Bukowsky	25,000.00
A.C. Enterprises Ltd.	25,000.00
Aiken's Lake Lodge Ltd.	25,000.00
Carpenter's Clearwater Lodge	25,000.00
Bridgeman Kenneth and Janet	25,000.00
Elkhorn Ranch & Resort Ltd.	25,000.00
P & R Enterprises Ltd.	25,000.00
Winnipegosis Holdings Ltd.	25,000.00
Hillside Marina	25,000.00
Jessica Lake Lodge	25,000.00
Lakeview Motor Hotel	25,000.00
McKelvey Enterprises	25,000.00
Tawow Lodge	25,000.00
	<u>3,049,820.94</u>

5. Winnipeg Core Area Initiative Payments

Canwood Lumber and Hardware	7,500.00
Gerud Investments	18,000.00
Crest Art Manufacturers	13,500.00
61998 Manitoba Ltd.	12,500.00
Robert D. Riess Enterprises	7,311.00
	<u>58,811.00</u>

6. Rural Small Enterprise Incentive Payments (Fed-Prov. Agreement)

Craftech Mfg. Co.	8,850.00
Spindex Mfg. Co.	15,000.00
Uras Fidler & Son Ltd.	7,011.92
Murray Printing 1980 Ltd.	3,300.00
Souris River Gem Ltd.	1,195.00
Nor-Grit Manufacturing	6,510.00
Omniglass Ltd.	15,250.00
Arris Centre	6,390.00
Kurian Constructing Ltd.	30,000.00
Carey's Auto Glass	3,066.60
Jensen's Marine Ltd.	7,260.00
Hanover Springs Ltd.	3,866.38
Signex Mfg.	15,212.50
G.P. Electric Ltd.	3,581.00
Manu-Fab Building Components	8,943.90
Manitoba Bakery	3,300.00
Daerwood Machine Works	12,000.00
Swan Valley Cabinets	12,650.00
Swan Auto Supply Ltd.	18,000.00
Fehr Sheet Metal	1,140.00

Fort Dauphin Trading Co.	7,591.00
Selkirk Styrene Products	6,600.00
Precision Built Homes	18,000.00
Winkler Casket Company	18,000.00
Clifton M. Zrainor Enterprises	9,027.80
	241,746.10

7. Counselling Assistance to Small Enterprise (CASE)

Moffat B.	33.13
Manitou Crafts	87.50
Kool Stop	33.13
Taniwa S.	36.44
Sieren's Equipment	139.13
Larry's Plumbing	33.13
Garry and Grace Bridge	93.75
Clevett's Appliance Services	31.25
Lobreau J & A	56.25
Steffensen's Woodwork	26.50
Computer Consortium	72.88
Charlie's Service	57.50
D-Bar Enterprises Ltd.	36.44
Pioneer Resort Ltd.	71.22
Weber J.	26.50
Clevett B.	31.25
Lockport Feed Mill	82.82
Murphy T.	26.50
Frank's Tool Sales	33.13
MFT Enterprises	139.13
Klassen Trucking Ltd.	33.13
Fleece Line Ventures Ltd.	310.93
Foothills Machinery Ltd.	139.13
Esper's Equine Product	53.00
Crestview Agency Ltd.	44.72
Strath's Ltd.	33.13
Deals on Wheels	26.50
Letkeman D.	129.19
Bear Construction Ltd.	86.13
Bestway Builders Ltd.	155.69
Arborg Agencies	56.32
Old Forge	86.13
Swiss Alpine Landscaping	26.50
Buhe Abe	39.75
Hannibal Hardware	33.13
Violet Dudeck	39.75
Strath's Ltd.	26.50
Parkwood Auto Ltd.	36.44
Feather Light Aviation	132.51
McKinnon J.	39.75
Imperial Hotel	50.00
General Air Care	44.72
Paddon Wholesale Florist	139.13
Pioneer Resort	62.94
Rodier's Laundromat Ltd.	159.00
Tasty Spot Restaurant	26.50
Avalon Theatre 1982	33.13
Dave's Contracting	29.82
McCollough B.	26.50
Mosiondz J.	36.44
J. E. Larlham Inc.	29.82

Croisdale J.	26.50
Scharien C.	68.75
Pedruchny Holdings	170.60
McDonald Janitorial Services	50.00
Morrison H.	36.44
McLaren Manufacturing	139.13
Hudon B.	33.13
Barry's Menswear	119.25
Kenny J.	29.82
Ostash T.	26.50
Cam's Automobile	106.00
Lodge Motel	62.94
Duncan J.	33.13
Friesen Pat & Friesen	127.69
Mai's Bridal Shop	26.50
Card Bin	26.50
Randy Gray	39.75
Tweed's Farm Equipment	33.13
Brancana Holdings Ltd.	139.13
Innes's Garage	112.63
Hamilton & Allen	139.13
Beef & Barrel Ltd.	26.50
Paddon Wholesale Florists	99.38
Stevens K L	56.25
Advertising Management	106.00
Neepawa Canvas Works Ltd.	138.38
Northern Manitoba Out	138.38
McKinna J	39.75
Redfern Farm Services	56.32
Neu-Land Ventures Ltd.	25.00
Lakeshore Dodge Chrysler	36.44
C & D TV	53.00
T McDonald Glazing	26.50
Dauphin Leather & Canvas	59.08
Skibo's Refrigeration	53.00
Town & Country Plumbing	72.88
Spud City Sport & Leisure	41.70
Ron's Service	26.50
Banner County Meats	82.82
Ostash T	16.57
McKinna J	33.13
Lodge Motel	31.28
	<u>6,079.42</u>

8. Small Business Dev. Incentive Payments

Manitoba Museum of Man & Nature	3,000.00
D. A. Sullivan & Associates	2,000.00
Border Glass & Aluminum	4,000.00
	<u>9,000.00</u>

9. Payments to Regional Development Corporations (Fed-Prov. Agreement)

Norman Regional Dev. Inc.	78,862.00
Parkland Regional Development	72,936.00
Central Plains Inc.	70,896.00
Interlake Development Corporation. Inc.	63,920.00
East-Man Regional Dev. Inc.	62,313.00
Pembina Valley Dev. Corporation	63,050.00
	<u>411,977.00</u>

10. Other Grants and Assistance (Fed-Prov. Agreement)

RM of Russell	239,095.82
Town of Morden	268,712.67
Dauphin Chamber of Commerce	8,500.00
Carman & Community Chamber of Commerce	8,500.00
Russell Centre Business Community	187.50
Town of the Pas	10,095.00
Village of Lac Du Bonnet	11,250.00
Town of Altona	10,500.00
Town of Killarney	8,700.00
Town of Minnedosa	9,000.00
Dauphin Central Business	6,000.00
Town of Boissevain	5,925.00
White Buffalo Mills Ltd.	4,000.00
Quality Tire Sales Inc.	815.00
W.K. Printers Aid Ltd.	1,275.00
Mid Canada Press Ltd.	1,500.00
APR Industries Ltd.	2,187.50
Finn Woodworks Ltd.	2,100.00
Elman's Food Products	1,250.00
N/C Products 1978 Ltd.	750.00
J.D. Foods Ltd.	1,400.00
Winkler All Star Mfg.	500.00
West End Upholsterers	3,000.00
EPT Manufacturing Ltd.	650.00
Dominion Veterinary Lab	2,250.00
Precision Rubber Mould	750.00
Discovery Canada Merchandise	1,000.00
Poetker G.	2,250.00
Permaform Plastics Ltd.	1,250.00
Superior Agri-Systems	1,555.00
Madison Manufacturing	1,750.00
Macron Enterprises Ltd.	1,250.00
Perma-Guard Rustproofing	2,500.00
Dalzell and Potts Ltd.	3,550.00
Vopni Press Ltd.	1,000.00
Baron Enterprises	930.00
Mid Canada Press Ltd.	3,450.00
Banquox Sound	3,181.25
Solv-X Inventing Ltd.	1,218.25
Shramrock Label Systems	1,399.00
Pydee Engineering Co. Ltd.	3,000.00
Hydra-Bore & Machine Ltd.	650.00
Shelf Shack	1,500.00
P & D Foods Ltd.	300.00
Alfonso's Food Products	1,802.50
Gobuty and Sons Ltd.	2,475.00
Landmark Industries Inc.	2,700.00
Meditek	2,200.00
RW Oliver Electronics	1,755.00
Manun Enterprises	930.00
Cavalier Candies Ltd.	1,960.00
City of Thompson	3,000.00
Parrots	1,982.00
Cavalier Candies Ltd.	947.75
Sundawn Inc.	1,432.50
	<u>661,812.24</u>